

with the sudden increase in bed demand in the same way, nor did they provide the same flexibility in order to increase their bed capabilities. The bed margin and the proposed indicators of flexibility summarize the dynamic response and can be included as part of a hospital's management dashboard for monitoring its behavior during pandemic waves or other health crises as a complement to other, more steady-state indicators.

Index Terms- hospital bed management; flexibility; bed margin; intensive care; non-intensive care; coronavirus; COVID-19

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Citation:

Sánchez-Úbeda, E.F.; Sánchez, P.; Torrego-Ellacuría, M.; Del Rey-Mejías, A.; Morales Contreras, M.F.; Puerta, J.L. "Flexibility and bed margins of the Community of Madrid's hospitals during the first wave of the SARS-CoV-2 pandemic", International Journal of Environmental Research and Public Health, vol.18, no.7, pp.3510-1-3510-22, April, 2021.